

U.S. Department  
of Transportation

United States  
Coast Guard



Commandant  
United States Coast Guard

Washington, D.C. 20593-0001  
Staff Symbol:  
Phone:

**DEPARTMENT OF TRANSPORTATION**

**U. S. COAST GUARD**

**STATEMENT OF ADMIRAL J. WILLIAM KIME**

**ON THE STRATEGIC COAST GUARD OVERVIEW**

**BEFORE THE  
SUBCOMMITTEE ON COAST GUARD AND NAVIGATION**

**COMMITTEE ON MERCHANT MARINE AND FISHERIES**

**HOUSE OF REPRESENTATIVES**

**7 JUNE 1990**



## **Admiral J. William Kime Commandant United States Coast Guard**



**Admiral John William Kime became the 19th Commandant of the United States Coast Guard on May 31, 1990. He was nominated to the position while serving as Commander, Eleventh Coast Guard District, headquartered in Long Beach, Calif.**

**During that time he also served as the Commander of the Central California Sector of the U.S. Maritime Defense Zone, Pacific; and as Coordinator of the Pacific Region of the Office of National Drug Control Policy.**

**Admiral Kime graduated from Baltimore City College in 1951 and from the U.S. Coast Guard Academy in 1957. He received a Master of Science degree in naval architecture and marine engineering and the professional degree of Naval Engineer from the Massachusetts Institute of Technology in 1964.**

**Admiral Kime served in deck and engineering assignments in the Coast Guard Cutter CASCO before assuming command of Loran Station Wake Island in 1960. He served at Coast Guard Headquarters in Washington, D.C. in the Merchant Marine Technical and Naval Engineering Divisions. While at Headquarters, he served as the principal U.S. negotiator at the International Maritime Organization (IMO) in London during the drafting of the IMO Codes for Liquefied Gas Ships. Admiral Kime was in charge of the structural design of the Coast Guard's Polar Star class icebreakers. He also served as the first engineering officer in the Coast Guard Cutter BOUTWELL stationed in Boston.**

**In 1977, Admiral Kime was a distinguished graduate of the Industrial College of the Armed Forces and was again assigned to Headquarters as Assistant Chief of the Merchant Marine Technical Division, and as both technical coordinator and as a member of the U.S. Delegation to the International Conference on Tanker Safety and Pollution Prevention in London. He assumed duty as Commanding Officer, Marine Safety Office, Baltimore in 1978. He was assigned to Headquarters in 1981 as Deputy Chief of the Office of Marine Environment and Systems.**

**From 1982 through 1984 Admiral Kime was assigned as Chief of the Operations Division of the Seventh Coast Guard District in Miami, where he was in charge of day to day operations in the Coast Guard's drug interdiction effort in the Caribbean. He was promoted to Flag rank in 1984. In 1986 Admiral Kime became Chief of the Office of Marine Safety, Security and Environmental Protection in Washington, D.C., a combination of two offices he had previously headed. His duties in this position included heading the U.S. Delegations to the IMO Maritime Safety Committee and Marine Environmental Protection Committee.**

**Admiral Kime is a registered Professional Engineer, a member of Tau Beta Pi, Sigma Xi, ASNE and SNAME. His decorations include the Defense Superior Service Medal, the Legion of Merit, five Meritorious Service Medals with "O" device, the Coast Guard Commendation Medal, the Coast Guard Achievement Medal, three Commandant's Letter of Commendation Ribbons with "O" device, two Coast Guard Unit Commendation Ribbons with "O" device and the Coast Guard Meritorious Unit Commendation Ribbon.**

**Admiral Kime, a native of Greensboro, N.C., grew up in Baltimore, Md, and is married to the former Valerie Jean Hiddlestone of Pontardulais, South Wales, U.K.**



DEPARTMENT OF TRANSPORTATION  
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STATEMENT OF ADMIRAL J. WILLIAM KIME, USCG  
HOUSE MERCHANT MARINE AND FISHERIES COMMITTEE  
SUBCOMMITTEE ON COAST GUARD AND NAVIGATION  
UNITED STATES HOUSE OF REPRESENTATIVES  
JUNE 7, 1990

GOOD MORNING, MR. CHAIRMAN. I AM VERY PLEASED TO APPEAR BEFORE YOU AND THIS COMMITTEE TODAY. IT IS MOST APPROPRIATE THAT MY FIRST CONGRESSIONAL APPEARANCE AS COMMANDANT SHOULD BE BEFORE THIS SUBCOMMITTEE TO DISCUSS MY VISION OF THE COAST GUARD AND OUR ROLE IN THE FUTURE. THE COAST GUARD AND NAVIGATION SUBCOMMITTEE AND YOU, MR. CHAIRMAN, HAVE BEEN VERY SUPPORTIVE OF THE COAST GUARD IN THE PAST, AND I LOOK FORWARD TO CONTINUING OUR CLOSE WORKING RELATIONSHIP.

I DEEPLY APPRECIATE THE HONOR THAT HAS BEEN ACCORDED ME BY THE PRESIDENT AND CONFIRMED BY THE SENATE TO SERVE AS THE NINETEENTH COMMANDANT OF THE WORLD'S FINEST COAST GUARD. AS I BEGIN MY TENURE AS COMMANDANT AND AS THE COAST GUARD BEGINS ITS THIRD CENTURY OF SERVICE TO THE NATION, WE STAND ON THE THRESHOLD OF A DRAMATIC PERIOD FOR OUR COUNTRY AND THE WORLD. NEVER BEFORE HAS THERE BEEN SUCH A CONFLUENCE OF ISSUES FACING THE NATION WHICH SO DIRECTLY IMPACTS THE COAST GUARD -- A CONFLUENCE OF ISSUES THAT THE COAST GUARD IS WELL-POSITIONED TO ADDRESS TO THE BENEFIT OF THE NATION. VIRTUALLY EVERY ASPECT OF THE COAST GUARD IS CONFRONTED WITH UNPRECEDENTED CHALLENGES. WE MUST SEIZE THIS MOMENT WITH IMAGINATION AND VISION.

CONSIDER FOR A MOMENT THESE ISSUES:

- DRUG INTERDICTION;
- ENVIRONMENTAL PROTECTION;
- MARINE SAFETY;
- SECURITY OF U.S. PORTS AND WATERWAYS;
- RESPONSE TO NATURAL AND MAN-MADE DISASTERS;
- SEARCH AND RESCUE;
- INTERDICTION OF ILLEGAL ALIENS;
- INTERNATIONAL SECURITY ASSISTANCE AND OTHER NATION-BUILDING ACTIVITIES;
- ICEBREAKING;
- ENFORCEMENT OF FEDERAL LAWS AND INTERNATIONAL TREATIES ON, OVER, AND UNDER THE HIGH SEAS;
- FACILITATION OF GLOBAL TRADE AND PRODUCTIVITY THROUGH AIDS TO NAVIGATION, VESSEL TRAFFIC SERVICES AND BRIDGE ADMINISTRATION PROGRAMS; AND,
- MILITARY READINESS AND MARITIME DEFENSE ZONE REQUIREMENTS.

ALL OF THESE ARE AREAS WHERE THE COAST GUARD CONTRIBUTES TO THE NATIONAL INTEREST. I THINK YOU WOULD AGREE THAT OUR PLATE IS FULL.

IT IS MY INTENTION TO SEEK A REASONED BALANCE IN UTILIZING OUR ASSETS TO MEET THIS NATION'S NEEDS WHILE BEING FULLY COGNIZANT OF THE DAILY WELFARE OF OUR MOST IMPORTANT ASSETS -- THE MEN AND WOMEN OF THE COAST GUARD.

IN ORDER TO CARRY OUT OUR MANDATED MISSIONS, I INTEND TO GIVE MAXIMUM CONSIDERATION TO THE SUPPORT NEEDS OF OUR PERSONNEL. WITHOUT THE DEDICATION AND PROFESSIONALISM EXHIBITED BY THE MEN

AND WOMEN OF THE COAST GUARD -- MILITARY, ACTIVE AND RESERVE; THE COAST GUARD AUXILIARY; AND THE FINEST CIVILIANS IN FEDERAL SERVICE -- WE CANNOT SUCCEED IN FULFILLING THE HIGH STANDARDS OF SERVICE THAT THE NATION NEEDS AND HAS COME TO EXPECT FROM THE COAST GUARD.

WE ARE BEGINNING OUR THIRD CONTINUOUS CENTURY OF SERVICE. IN LOOKING FORWARD TO THE FUTURE, WE CANNOT HELP BUT REMEMBER OUR PAST. ABOVE ALL, WE IN THE COAST GUARD TAKE GREAT PRIDE IN OUR ABILITY TO RESPOND QUICKLY, EFFICIENTLY, AND SKILLFULLY TO MEET THE NEEDS OF OUR NATION IN TIMES OF WAR AND PEACE. WE CANNOT RELY ON OUR PAST ACCOMPLISHMENTS TO GUARANTEE OUR FUTURE. NEVERTHELESS, I AM CONFIDENT THAT OUR HERITAGE -- FULL OF BRAVERY, VITALITY, SELFLESS SERVICE, AND A LOVE OF THE SEA -- IS A FIRM FOUNDATION FROM WHICH TO MEET THE CHALLENGES OF THE FUTURE.

WHAT WILL OUR FUTURE PORTEND? I CANNOT PREDICT THE FUTURE, BUT I WILL TRY TO GIVE YOU MY THOUGHTS AS TO THE TRENDS I SEE. IN SO DOING, I WOULD LIKE TO LINK MY VIEW OF THE FOUR MAJOR CHALLENGES FACING THE NATION WITH THE ROLE OF THE COAST GUARD IN EACH OF THEM. THESE FOUR CHALLENGES ARE ILLEGAL DRUGS, THE ENVIRONMENT, THE ECONOMY, AND OUR NATIONAL SECURITY INTERESTS.

FIRST, ILLEGAL DRUGS. DRUG ABUSE IN THIS COUNTRY IS NOT A NEW ISSUE, NOR IS IT A NEW ISSUE FOR THE COAST GUARD. OVER THE LAST FOUR YEARS, THE COAST GUARD HAS INVESTED MORE RESOURCES INTO INTERDICTING DRUGS THAN IN ANY OTHER MISSION. OUR COMMITMENT TO THE PRESIDENT'S DRUG CONTROL POLICIES WILL NOT DIMINISH, BUT OUR TACTICAL APPROACH MAY CHANGE WITH THE INTRODUCTION OF THE

DEPARTMENT OF DEFENSE INTO THE DRUG WAR. SPECIFICALLY, AS THE COAST GUARD RELIES MORE AND MORE ON INFORMATION AND RESOURCES FROM OTHER DEPARTMENTS AND AGENCIES, COORDINATION AMONG ALL THOSE FIGHTING THE DRUG WAR WILL TAKE ON AN EVEN GREATER IMPORTANCE. ALSO, AS OUR NEW RESOURCES ARE DEPLOYED WE WILL CONTINUE TO SEE SHIFTS IN THE SMUGGLING PATTERNS USED BY THE TRAFFICKERS. THIS IS AN INDICATION OF OUR SUCCESS, BUT IT ALSO MEANS WE MUST RESPOND TO THEIR MORE INGENIOUS METHODS WHILE MAINTAINING PRESSURE IN THE AREAS WHERE WE HAVE BEEN SUCCESSFUL. LAW ENFORCEMENT, IN GENERAL, WILL BE AN ONGOING PRIORITY FOR THE COAST GUARD. FOR EXAMPLE, OUR RELATIONSHIP WITH THE NATIONAL MARINE FISHERIES SERVICE WILL CONTINUE TO BE CLOSE AS WE ENFORCE OUR NATION'S EXCLUSIVE ECONOMIC ZONE LAWS AND TREATIES. WE ARE THE NATION'S PREMIER MARITIME LAW ENFORCEMENT AGENCY -- THAT ROLE WILL NOT CHANGE.

THE PRESIDENT'S COMMITMENT TO PROTECTING THE ENVIRONMENT HAS HELPED PLACE ENVIRONMENTAL PROTECTION IN THE FOREFRONT OF THE NATION'S CONSCIOUSNESS. EXXON VALDEZ, AND OTHER EVENTS HAVE CAPTURED THE AMERICAN AGENDA FOR TODAY AND THE FORESEEABLE FUTURE. PREVENTING AND RESPONDING TO ENVIRONMENTAL DISASTERS IS NOT A NEW CHALLENGE FOR THE COAST GUARD, BUT WE MUST STRENGTHEN OUR EFFORTS IF WE ARE TO BE ABLE TO MAKE SIGNIFICANT PROGRESS IN THIS AREA. WE ARE ALREADY WORKING WITHIN THE ADMINISTRATION, WITH MEMBERS OF THIS AND OTHER CONGRESSIONAL COMMITTEES, WITH INDUSTRY, AND WITH INTERNATIONAL ORGANIZATIONS ON A NUMBER OF INITIATIVES TO IMPROVE OUR NATION'S OIL SPILL PREVENTION AND RESPONSE CAPABILITIES. I WILL ENSURE THESE ARE PURSUED

AGGRESSIVELY. HAZARDOUS MATERIALS, OCEAN DUMPING AND CLEAN WATER ARE OTHER CHALLENGES WE WILL BE FACING IN THE FUTURE. WE INTEND TO MAINTAIN OUR NATIONAL AND INTERNATIONAL LEADERSHIP ROLE IN PROTECTING THE MARINE ENVIRONMENT.

IN ORDER TO PROVIDE FOR THE BEST POSSIBLE OIL SPILL PREVENTION AND RESPONSE CAPABILITIES, I FEEL IT IS ESSENTIAL THAT THE UNITED STATES RATIFY THE 1984 OIL SPILL PROTOCOLS. IF WE FAIL TO DO SO, THE PROTOCOLS WILL BE LOST, AND WE WILL BE LEFT WITH A FAR LESS EFFECTIVE MECHANISM FOR OIL SPILL PREVENTION, RESPONSE, LIABILITY AND COMPENSATION. ALSO, FAILURE TO RATIFY PROTOCOLS WHICH WERE RENEGOTIATED AT OUR REQUEST WILL MEAN LOSS OF PRESTIGE AND INFLUENCE FOR THE U.S., BOTH IN CURRENT AND FUTURE INTERNATIONAL NEGOTIATIONS. RATIFICATION OF THESE PROTOCOLS IS IN THE NATION'S BEST INTEREST, AND I ASK FOR YOUR SUPPORT IN ACCOMPLISHING THAT END.

A STRONG ECONOMY IS THE UNDERPINNING OF OUR NATION'S STRENGTH AS A WORLD SUPERPOWER. RECENTLY, PRESIDENT BUSH AND SECRETARY SKINNER ANNOUNCED THE NATIONAL TRANSPORTATION POLICY. A SAFE AND EFFICIENT TRANSPORTATION SYSTEM IS VITAL TO OUR ECONOMIC SUCCESS IN A GLOBAL MARKET. WATERBORNE TRANSPORTATION AND A STRONG COAST GUARD ARE CRITICAL TO INTERNATIONAL TRADE AND TO THE PRODUCTIVITY OF OUR NATION. OUR 49,000 AIDS TO NAVIGATION, OUR MERCHANT VESSEL SAFETY INSPECTIONS, OUR MERCHANT MARINER LICENSING PROCESS, OUR PORT SECURITY AND VESSEL TRAFFIC SYSTEMS, AND OUR SEARCH AND RESCUE ORGANIZATION CONTRIBUTE DIRECTLY TO OUR NATION'S ECONOMIC WELL-BEING AND QUALITY OF LIFE. AS SECRETARY SKINNER SAID IN THE NATIONAL TRANSPORTATION POLICY,

"WE MUST HAVE A SYSTEM THAT PROVIDES SAFE AND EFFICIENT TRANSPORTATION FOR ALL PEOPLE AND COMMUNITIES, THAT CARRIES PASSENGERS WHERE THEY NEED TO GO AND MOVES THE VAST QUANTITIES OF GOODS WE PRODUCE AND CONSUME." WE INTEND TO MAINTAIN OUR NATIONAL AND INTERNATIONAL LEADERSHIP ROLE IN THESE CRITICAL TRANSPORTATION AREAS.

FINALLY, NATIONAL SECURITY AND THE CHANGING GEOPOLITICAL LANDSCAPE ARE CAUSING ALL OF US TO RETHINK OUR VIEWS OF THE WORLD COMPARED TO JUST ONE YEAR AGO. THE COAST GUARD IS NOT, AND SHOULD NOT BE, ON THE SIDELINES AS WE LOOK AHEAD AT OUR NATION'S ROLE. IF THE UNITED STATES DRAWS DOWN TROOP LEVELS OVERSEAS IN A RESPONSE TO A CHANGING THREAT, A VIABLE MILITARY SEALIFT CAPABILITY AND SECURE OPERATION OF PORTS IN TIME OF NATIONAL EMERGENCY WILL TAKE ON EVEN GREATER IMPORTANCE. OUR PORT SAFETY AND OTHER NATIONAL SECURITY RESPONSIBILITIES WILL PLAY A KEY ROLE HERE. THEREFORE, WE WILL REVIEW WITH THE NEW CHIEF OF NAVAL OPERATIONS AND THE VARIOUS FLEET COMMANDERS-IN-CHIEF OUR MUTUAL RESPONSIBILITIES UNDER THE EXISTING MARITIME DEFENSE ZONE CONCEPT.

IN ADDITION, I SEE A GROWING ROLE FOR THE COAST GUARD IN THE INTERNATIONAL ARENA. JUST AS WE ARE DOING IN PANAMA, WE LOOK FORWARD TO SHARING OUR TECHNICAL AND OPERATIONAL EXPERTISE WITH THE NAVIES AND COAST GUARDS OF OTHER NATIONS WHO ARE LOOKING TO PROTECT THEIR COASTAL ENVIRONMENT, PROVIDE FOR MARITIME SAFETY, AND INTERDICT ILLEGAL CONTRABAND WHICH CROSSES THEIR BORDERS. THE COAST GUARD WILL CONTINUE AS A MILITARY SERVICE, WELL-RESPECTED IN THE INTERNATIONAL COMMUNITY, AND RESPONSIVE TO CHANGING NATIONAL SECURITY REQUIREMENTS.



I HAVE DISCUSSED FOUR CRITICAL CHALLENGES FACING THE NATION AND THE COAST GUARD AS WE APPROACH THE TWENTY-FIRST CENTURY. HOWEVER, IF THERE IS ONE WORD THAT WILL SERVE AS MY WATCHWORD FOR THE COAST GUARD, IT IS BALANCE. OUR BASIC MISSIONS WILL NOT CHANGE, BUT THE EMPHASIS WE PLACE ON INDIVIDUAL ONES WILL. THERE MUST BE A GREATER BALANCE SHOWN AMONG OUR OPERATING MISSIONS, AS WELL AS BETWEEN OUR SUPPORT FUNCTIONS AND OUR OPERATING MISSIONS.

IN THINKING ABOUT BALANCE WITHIN THE COAST GUARD'S OPERATING MISSIONS, I BELIEVE THE SECRET TO OUR ULTIMATE SUCCESS IS OUR UNIQUE COMBINATION OF HUMANITARIAN SERVICE AND MILITARY READINESS. NO OTHER SERVICE OR AGENCY CAN MAKE THAT CLAIM. ENFORCING OUR NATION'S LAWS AND TREATIES, PROTECTING LIFE AND PROPERTY AT SEA, PRESERVING OUR MARINE NATURAL RESOURCES AND THE ENVIRONMENT, AND PROMOTING OUR NATIONAL SECURITY INTERESTS -- THOSE ARE THE COAST GUARD'S CONTRIBUTION TO THE NATION'S WELL-BEING. BUT, FROM OUR NEWEST RECRUIT TO OUR OLDEST "OLD SALT," EACH OF US TAKES PRIDE IN OUR TRADITIONAL ROLE AS THE LIFESAVERS. SEARCH AND RESCUE - THE OPPORTUNITY TO SAVE A LIFE - WILL ALWAYS HOLD A SPECIAL PLACE IN OUR HEARTS.

I HAVE TOLD SECRETARY SKINNER THAT OUR MAIN STRENGTH LIES IN OUR PEOPLE. TO MAINTAIN THAT STRENGTH WE MUST SUPPORT THE MEN AND WOMEN OF THE COAST GUARD, WHO DAY AFTER DAY GIVE 100 PERCENT OF THEMSELVES. THEY ARE KNOWLEDGEABLE, DEDICATED, AND PERFORM DAILY WITH A CAN-DO ATTITUDE. IN RETURN, THEY DESERVE THE BEST SUPPORT WE CAN PROVIDE. THEY MUST HAVE ACCESS TO ADEQUATE HOUSING, PROPER MEDICAL CARE, AND OTHER FAMILY SUPPORT SERVICES. OUR PEOPLE NEED TO BE WELL-TRAINED AND GIVEN SAFE, MODERN

EQUIPMENT TO DO THEIR JOBS. WHILE SPEAKING OF OUR MEN AND WOMEN I ALSO EMPHASIZE MY PLEDGE TO DO ALL THAT I CAN TO IMPROVE OUR RECRUITING AND OUR RETENTION OF WOMEN AND MINORITIES IN THE COAST GUARD.

AGAIN, BALANCE WILL BE MY WATCHWORD. ALL OF US RELY ON A STRONG SUPPORT STRUCTURE TO PERFORM OUR JOBS PROPERLY. IN THE COAST GUARD, THAT MEANS OUR SUPPORT PERSONNEL -- OUR ENGINEERS, OUR LAWYERS, OUR INSTRUCTORS, OUR FISCAL AND PERSONNEL SPECIALISTS, AND OUR MEDICAL PROVIDERS -- MUST BE SEEN AS VITAL TO OUR SUCCESS AS ARE THOSE WHO SAIL OUR SHIPS AND FLY OUR AIRCRAFT.

I HAVE ATTEMPTED TO OUTLINE FOR YOU THE SIGNIFICANT ROLE THE COAST GUARD PLAYS IN OUR NATION'S FUTURE AND MY VIEW THAT ACHIEVING A PROPER BALANCE WITHIN THE COAST GUARD WILL BE KEY TO MY TENURE AS COMMANDANT. TODAY, THE COAST GUARD FINDS ITSELF ON THE THRESHOLD OF ITS THIRD CENTURY OF SERVICE TO THE NATION AND AT THE FOREFRONT OF IMPORTANT ISSUES FACING THE COUNTRY -- ELIMINATING DRUG ABUSE, PROTECTING THE ENVIRONMENT, MAINTAINING A STRONG ECONOMY AND TRANSPORTATION SYSTEM FOR A GLOBAL MARKETPLACE, AND REDEFINING OUR NATIONAL SECURITY PRIORITIES. THE COAST GUARD'S RESPONSIBILITIES AND ITS ROLE IN THE NATION'S FUTURE WILL SURELY GROW. WE ARE NO LONGER SIMPLY THE LIGHTHOUSE KEEPERS OR THE TEN SMALL CUTTERS BUILT BY ALEXANDER HAMILTON IN 1790. WE ARE VIEWED AS MATURE LEADERS AT HOME AND ABROAD SERVING THE INTERESTS OF THE UNITED STATES IN MANY WAYS. THE NATION IS JUST BEGINNING TO UNDERSTAND HOW MUCH WE CAN CONTRIBUTE TO THE FUTURE OF OUR COUNTRY.

MR. CHAIRMAN, I KNOW YOU AND THE OTHER MEMBERS OF THIS SUBCOMMITTEE WILL AGREE THAT EACH OF US HAVE OUR WORK CUT OUT FOR US. I CAN COMMIT TO YOU THAT THE MEN AND WOMEN OF THE COAST GUARD, INCLUDING THE MILITARY, CIVILIAN, AND THE AUXILIARY, ARE READY -- ALWAYS READY -- TO ACHIEVE SUCCESS AS WE FACE THESE CHALLENGES.

THANK YOU, MR. CHAIRMAN. I WOULD BE HAPPY TO ANSWER ANY QUESTIONS.